Work Diversity and Team Performance Among Healthcare Workers in Federal Teaching Hospitals, South East, Nigeria.

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Abstract

The purpose of this research is to assess the association between job diversity and team performance among healthcare professionals in Federal Teaching Hospitals in South East Nigeria. In the last three decades, researchers have focused on the importance of teamwork and collaboration in healthcare delivery to improve patient outcomes. The survey research design was used for the investigation. Theoretically, the claim that there is no meaningful correlation between work diversity and team performance can be better understood in light of the Resource-Based View of the Firm, which maintains that a firm can only gain a competitive advantage when its resources are diverse and unchangeable. *The research design for this study was based on Spearman's Product Moment Correlation coefficient. The results show that there is a substantial beneficial association between job diversity and team effectiveness in hospitals. The findings of this study have implications for hospital management in terms of improving diversity training for healthcare personnel.*

1. Introduction

Each person has a distinct understanding of what it means to manage diversity. Hofstede (1984) suggests that "it might be related to the problem of national cultures inside multinational corporations, the creation of equitable opportunities, or an alternative approach to integrating different organisational components and/or strategically managing personnel". The United States is the focus of the great majority of study on managing diversity, which may be a reflection of the country's more diverse workforce (Cassell, 1996). "It claims to be focused on enhancing organisational efficiency and to support methods that raise overall efficiency. Gender, ethnicity, culture, age, family/career status, religion, and disability are examples of diversity aspects. The notion also encompassed a wide range of personal skills, educational backgrounds, work experience, languages, and other noteworthy traits and experiences that set people apart".

In Nigeria, managing diversity has seldom been fashionable. Consequently, there is a dearth of important assessment studies and literature to foster an agreement of the concept and its consequences for varied teams' service delivery, particularly in the Federal Teaching Hospitals' healthcare system. The hospital's overall mission is to provide high-quality postgraduate training and research in all aspects of health policy, and health system translation with a focus on those of particular benefit to her core stakeholders and in ways that encourage innovative thinking, and the promotion of evidence-based policy-making for improved health outcomes. Each work team in the hospitals is composed of individuals with a variety of backgrounds, including gender, age, career status, and religion. Together, they strive to accomplish shared goals and objectives, all of which are part of the larger goal of becoming an internationally recognized centre of academic excellence with a community of scholars and a place where people can grow intellectually throughout their lives in an atmosphere that fosters excellence in research and academic achievement. Since human resource development and management are unitary concepts, their individualized character emphasizes the necessity to manage individual diversity differences rather than group disparities. Health professionals are hired from throughout the country and assigned to different hospital departments to help management achieve their goal of improved performance by utilizing the richness of information, expertise, and creative and innovative spirit that come with having a varied staff.

1.1 The problem and Objectives

The notion of human resource development is holistic, focusing on managing individual variations in diversity rather than group disparities. According to Thomas (1990), "the main goal of strategic human resource development is for every individual to perform to their full capacity". This is how he defines job variety. "When addressing the relationship between diversity management and HRD, Kossek and Lobel (1996) distinguish between the two ideas and suggest modifying HR systems for diversity management. As a result, they contend that people are drawn to and chosen from organisations that seem to have members who share their values, and that employees who do not fit in with the dominant culture eventually leave the organisation (Schneider, 1985, 1987). "This implies that a workforce is typically homogeneous rather than heterogeneous, and that conventional HRD systems encourage similarity rather than different perspectives" (Schneider and Rentsch, 1998, Ferris et al, 1994). According to Kossek and Lobel (1996), "the ability of an organisation for long-term development, renewal, and reaction to significant modifications in the environment can be negatively impacted by an excessive amount of similarity. They suggest that companies modify their HRD (human resource development) strategies to accommodate diversity in order to enable culture to continuously adjust to these novel environmental requirements". This revelation has been difficult within the Federal Teaching Hospitals, (FETHs) where Human Resource Development policy needs to support diversity management greatly. In a study conducted by Muoneoke, et al (2017) "there was high mortality among admitted patients, especially under 5 children in the hospitals. In the Department of Orthopaedics and Trauma, the teams work to achieve the objectives set as led by each consultant orthopedics. However, some patients experience considerable difficulties when they regain consciousness after trauma. Due to the age diversity of consultant and resident Doctors in teams, there appears to be a communication gap between the team members. This affects team cohesion and collaboration. There is a notion amongst the public that the only language of orthopaedics is amputation of the injured part of the body which the native bone setters could merely treat successfully". The native-bone setters that manage with homogeneity

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seem to be on the winning side of orthopaedics care. In the healthcare industry, teamwork refers to communication between medical experts who collaborate to deliver a certain kind of treatment.

Against this point, the objective of the study is to:

1. Establish the relationship between Age diversity and team performance among healthcare workers in FETHs, South East of Nigeria

2. Verify the relationship between gender diversity and team performance among healthcare workers in FETHs, South East of Nigeria

3. Examine the relationship between Ethnic diversity and team performance among healthcare workers in FETHs, South East of Nigeria.

Literature Review

2. Conceptual framework

The body of research on managing diversity may be generally divided into two categories. "The first is said to amount to little more than restating the conventional understanding of equal opportunity" (Ellis and Sonnerfield, 1995; Cooper and White, 1995; Copelard, 1998). According to the second literature group, managing diversity is explicitly strategically approved as a means of appreciating individual differences, and it goes well beyond the traditional methods of law and focused group actions.

Managing diversity, according to Galagan (1999), Gill (1996), and Stringer (1995), goes beyond "the idea of equality based on gender and ethnic origin. In addition to variations in gender and ethnicity/tribe, Kossek and Lobel (1996) also state that variety can be caused by variations in operation, country, language, ability, religion, lifestyle, or tenure". Kandola and Fullerton (1994a) further bolster "the idea that diversity encompasses both overt and covert distinctions, like those pertaining to sex, age, ethnicity, race, handicap, personality, and work style. They argue that valuing these distinctions can lead to a productive workplace where individuals feel valued, their abilities are fully realised, and organisational goals are met".

Furthermore, according to the European Institute for Managing Diversity (2000), "diversity management ought to concentrate on striking a balance between everyone's professional and personal lives because people comprise the human resources of public as well as private organizations". Miller (1996) contends that the primary goal of MD is the maximization of each person's potential. Taking into account these criteria, the fundamental theory of managing diversity suggests that an organisation may use its people capital to improve performance and get a competitive edge. According to Thomas (1992), organisations need to become more resilient and adaptive due to the increased competition both locally and worldwide. They also need to be able to manage a broad pool of people that can contribute creative ideas to their organisation to succeed in the future.

According to Naiman (2005), creativity is the process of bringing fresh, inventive concepts to life. This suggests that a person is imaginative but not creative if they have ideas but do not act upon them. It calls for dedication and devotion. According to Sternberg and Lubart (2006), an original and suitable product is creative. An innovative product is unique and unpredictable. Therefore, creativity is the act of discovering new forms, symbols, patterns, ideas, and procedures that may be used to construct new environments and works of art.

Innovation, according to Palmisiano (2006), is the application or use of existing ideas in radically new ways that produce meaningful change. Additionally, according to the National Innovation Initiative, innovation is the result of combining knowledge and invention to create value on both the social and economic fronts.

2.1 Empirical Review

In 1998, Kandola and Fullerton conducted a study with 445 organisations across 30 distinct industrial sectors to ascertain the diversity measures that had been put into place. The study stated that diversity management does not completely adopted as the majority of the organisations concentrated on programmes that are often classified as equal chances, such as placing a fair emphasis on hiring and selection procedures. A self-completion questionnaire chosen from the Financial Times and addressed to the top 200 corporations in the UK served as the basis for research carried out by Collett and Cook (2000). A little under one-third of the sixty-five (65) completed questionnaires that were returned were returned. This research demonstrates that a third of the leading British companies actively participate in diversity management.

Ewurum and Eromafuru (2012) conducted workforce research. Is diversity a roadblock to advancement? The research examined the connections that exist between competitive advantage and teamwork and efficient diversity management. To test hypotheses, the chi-square statistic was employed. The outcome implied the null hypothesis rejjection, which postulated that there was no connection between organisational success and managing diversity at work. It was determined that managers who are motivated by diversity can improve performance.

"Managing diversity through human resource management: an international perspective and conceptual framework" was written by Shen J. et al. in 2009. The work was a critical analysis of previous research on managing diversity in HRM. This analysis demonstrates how pervasive inequality and prejudice are now. Diversity enhances managerial decision-making, generates creative ideas, and produces better solutions to organisational issues, according to ACIIB (2000).

"Combining the cognitive abilities of men and women, youngsters and the old, etc., may enhance the organization's uniqueness and inventiveness" (Hoffman, 1965, Maccoby and Jacklin, 1974). Compared to a homogenous team as a gender-varied team generates higher-quality decisions (Rogelberg and Rummery, 1996). However, because of internal disputes, diversity may impede decision-making (Jackson et al., 2003).

According to Barton's (2004) study on basic production technologies, teams with a greater age variety produced noticeably less. This result is in line with Leornard and Levine's (2003) conclusion that retail establishments with a more diverse workforce in terms of age typically have lower profitability. MC Millan-Capehart (2003) and Frink et al (2003) "both utilised the Resource Based View, also known as the RBV, to explain how gender diversity enhances organisational efficiency. Research examining the impact of gender diversity on group performance outcomes has demonstrated the negative effects of utilising a primarily female sample" (Pelled, 1997). Greater disparity in gender has a detrimental effect on the success of an

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organisation, but a moderate level of gender diversity increases the company's competitiveness (Gupta, 2013).

In Jackson et al. (2003), "teams with a variety of ethnic backgrounds outperformed those with a homogeneous background. Teams with a diverse membership are more creative and inventive because of mutually beneficial relationships as well as educational opportunities" (Alesina and La Ferrara 2007, Lee and Nathan 2011, Ozgen et al 2011). "Ethnic diversity has a similar positive impact on sales, productivity, market share, and innovativeness", claims Gupta (2013). However, Ely (2004) "discovered no relationship between sales income and customer satisfaction, sales productivity, or ethnic diversity".

2.3 Theoretical Framework

Organisational Resource-Based Theory is widely applied in research on diversity and collaboration. Drawing on organisational economics and strategic management literature, the Resource-Based View of the Firm is a theoretical approach to strategic human resource management (Barney 1991, Conner, 1991, Penrose, 1959, Wernerfelt, 1984). "Considerable work has been added to the strategy literature on the externally oriented component of the competitive advantage paradigm" (Porter, 1980, 1985). The internal resources of the company and strategy are linked by the resource-based perspective. According to the firm's resource-based approach, "a company can only get a competitive edge when its resources are heterogeneous and immobile. The traditional strategy model makes the assumption that all businesses in the industry have the same resources. Therefore, if a firm's resources are diverse, immobile, and meet the requirements of value, rareness, imperfect inimitability, and non-substitutability, they can serve as a source of sustained competitive advantage. Thus, you have a competitive advantage if you have human resources".

Ulrich (1991), "partially influenced by the resource-based theoretical approach, defined human resources as a competitive advantage. To Porter's (1985) definition of competitive advantage, he added organisational cultures, distinctive capabilities, and the connection between strategy and competitive advantage".

For human resources to continue to be a useful competitive advantage, they must help the business. Because people's skill sets vary, there must be a heterogeneous supply of labour and a heterogeneous demand for labour (because different sorts of talents are needed for different types of employment within companies). The Boudreau and Bergers technique from 1985 specifically accounts for the monetary sales value of human resources. Wright et al. (1992) discovered that "the average distribution of ability makes high-ability HR rare. Ensuring that organisations hire only the best competent individuals is the aim of selection programmes. Validity of the selecting process is therefore crucial".

Additionally, Wright et al. (1992) "show how competitive advantages from HR are unreplicable by utilising the ideas of distinct historical contexts, causal ambiguity, and social complexity". In line with Boudreau and Berger's (1985) "utility analysis of employee value and Mc Kevey's (1983) perspective that the organization's skills constitute the firm's distinctive competence, this theory offers a framework for considering hospital staff as a resource pool of skills that can act as a long-term competitive advantage". "The main goal of this study is to determine how

operational work diversity and team performance relate to each other, as measured by the quality of health services provided to patients in the Federal Educational Transformation Areas (FETHs) in Southeast Nigeria".

3. Methodology

The study adopted a correlation research design that provides the investigation with detailed procedures used to arrive at conclusions. The correlation research design adopted is considered appropriate for detecting the relationship between the variables studied. "Pearson Product Moment relationship between team performance and work variety is calculated using the correlation coefficient". The model is provided by:

$$ r = \frac{n \sum(xy) - (\sum x)(\sum y)}{\sqrt{[n(\sum x^2) - (\sum x^2)][n(\sum y^2) - (\sum y)^2]}} $$

The analytic technique is given by:

$$ t_r = \frac{r \sqrt{n-2}}{\sqrt{1 - r^2}} $$

The decision rule reads as follows: "at the 5% level of significance and with a degree of freedom equal to $n - 2$, reject the null hypothesis (HO) if the computed critical tr value is larger than the critical (table) t = value. If not, agree with the alternative study hypothesis. Nonetheless, the study made use of SPSS version 20, the Special Package for Social Sciences".

The null hypothetical statements are stated below:
H_{O1}: Age diversity does not significantly relate to team performance among healthcare workers in FETHs, South East, Nigeria
H_{O2}: Gender diversity does not significantly relate to team performance among healthcare workers in FETHs, South East of Nigeria
H_{O3}: Ethnic diversity does not significantly relate to team performance among healthcare workers in FETHs, South East of Nigeria

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4. Test of Hypotheses

Table1: Descriptive statistics

"Descriptive Statistics"

	Mean	Std. Deviation	N
AGE	13.3938	2.69768	65
GEN	13.7569	3.02624	65
ETH	13.6492	3.19492	65
PER	13.4523	2.79828	65

There are 65 responders in all, and the aforementioned mean and standard deviation are displayed.

Table 2: "Correlation results of the variables studied

Correlations?

		AGE	GEND	ETHN	PERF
AGE	"Pearson" "Correlation"	1	.379**	.518**	.554**
	"Sig. (2-tailed)"		.002	.000	.000
	"N"	65	65	65	65
GEN	"Pearson" "Correlation"	.379**	1	.689**	.628**
	"Sig. (2-tailed)"	.002		.000	.000
	"N"	65	65	65	65
ETH	"Pearson" "Correlation"	.518**	.689**	1	.590**
	"Sig. (2-tailed)"	.000	.000		.000
	"N"	65	65	65	65
PER	"Pearson" "Correlation"	.554**	.628**	.590**	1
	"Sig. (2-tailed)"	.000	.000	.000	
	N	65	65	65	65

**. Correlation is significant at the 0.00 level (2-tailed).

From the correlation results, r=0.554, P=.000 shows a somewhat favourable correlation between performance and age.

r =0.628, P=0.000 shows a substantial and positive correlation between performance and gender.

r =0.590, P=0.000 further demonstrates a somewhat favourable correlation between ethnicity and team effectiveness.

Table 3: Model Summary

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609[a]	.371	.340	2.19093

a. Predictors: (Constant), IfRA, ERA, IRA

b. Dependent Variable: SD

37% of the predictor variables explain changes in the dependent variable selection decisions, according to the model description above.

Table 4: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.947	3	57.649	12.010	.000[b]
	Residual	292.811	61	4.800		
	Total	465.758	64			

a. Dependent Variable: PER

b. Predictors: (Constant), AGE,GEN,ETH

"The ANOVA's result indicates that the model has more systematic variation than unsystematic variation at a significant level of 0.000 less than the P-value of 0.05".

Table 5: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.380	1.469		3.662	.001
	AGE	.304	.123	.360	2.469	.016
	GEN	-.122	.135	-.137	-.908	.368
	ETH	.412	.131	.428	3.150	.003

a. Dependent Variable: PERF

It is evident from the preceding coefficient result that the significant value of 0.368 is more than 0.05.

Conclusion and Recommendations

Work diversity promotes performance, especially in gender. This is in line with the findings of Ewurum and Eromafuru (2012). However, it can slow down decision-making due to internal conflicts. Besides, Barton(2004),   Leornard and Levire (2003) found that age diversity can be less productive. Gupta (2013) found that ethnic diversity had a positive impact on sales.

Work diversity orientation training among health team members of the hospital will promote the use of innovation and creativity with effective communication and cohesion to enhance service delivery in the hospital. It implies that the organization can enjoy a degree of competitive advantage from diversity orientation. One compelling drive for increasing interest in work diversity is the pace of globalization. The trend of globalization has made worldwide strategic alliances possible by providing more flexibility in knowledge transfer beyond national boundaries. The inventive and creative argument stems from the observation that companies with diverse staff are typically more inventive and creative than those without. Diverse work groups provide different viewpoints for strategic decision-making. Thomas (2000) provided evidence for this claim, arguing that appreciating diversity requires a shift in organisational culture to see employee differences as a positive asset that may help the business succeed. A company that truly wishes to encourage diversity, according to Ewurum and Eromafuru (2012), must reshape its culture to emphasize senior management's support and dedication to diversity in all of its manifestations. The business imperatives of increased competitiveness, higher customer service, and, of course, increased performance, must thus serve as the foundation for the adoption and implementation of job diversity.

Solomon (1989) argues that it's a business imperative as opposed to the legal, moralistic and altruistic prior formatting. However, experts warn that diversity must be managed deliberately and skillfully. Copeland, (1988b) observed that "if you put people together, they won't

necessarily learn to like each other the interaction may be unsuccessful… but if before you bring them together, you give them some training-including briefing in different values and styles-then give them a task that requires cooperation, and manage that interaction, results are much better. It can't be left to chance." Therefore team leaders need to strengthen their management of interaction from a diverse workforce to achieve better results. The Hospital Management can ensure that team members are regularly oriented on diversity management initiatives to sustain and reinforce the impact over time. In addition, management should investigate into the internal conflict amongst team members which is likely to slow down decision-making at that level. This will help to improve learning and knowledge sharing among team members.

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